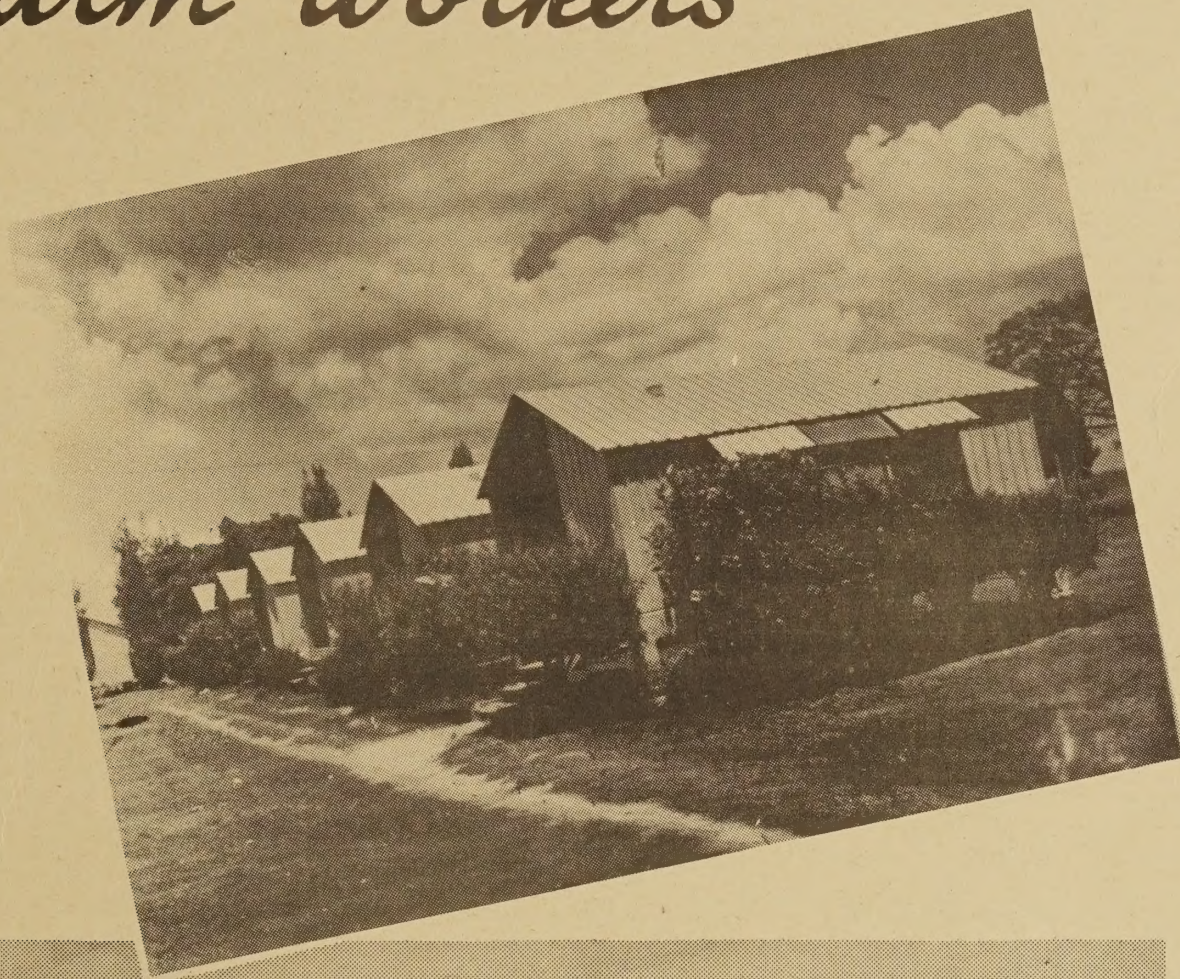


ASSOCIATION MANAGEMENT OF CAMPS *for Migratory Farm Workers*

Reserve



**A preliminary report on methods of Farm Labor
Associations which operate central housing for
migratory farm workers**

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AUG 29 1947

FOREWORD

Various farmers' cooperative associations have operated central camp housing for agricultural workers. Withdrawal of public agencies from this field is causing other employers of farm labor to consider like operations.

Growers in some areas have decided that central camp housing is economical to construct and maintain. Such camps are valuable as assembly and distribution centers for workers. Employers who do not have sufficient housing may have their workers live at the camps. Full employment is more nearly possible, particularly if a camp placement service is in operation.

Liquidation of much federally controlled war housing is now under way. Some of this housing is in farm labor camps. Where need for a camp continues, growers may well consider acquiring it. Other war housing may provide materials for central camps or for worker housing on farms.

The writers have drawn on their observations of farm labor camp operations and on their broad knowledge of sound cooperative policy and practice. John D. Hervey, Assistant Chief, Recruitment and Placement Division, Extension Farm Labor Program, has examined several widely separated association camp housing programs. His past cooperative experience includes organization and management of farmers' cooperatives and more than 6 years as secretary of the Louisville Bank for Cooperatives. Jerome K. Pasto, Association Specialist, College of Agriculture, Cornell University, works closely with the farmers' cooperatives of New York. He has given careful study to cooperative management of farm workers' camps in that State's extensive farm labor program.

This preliminary report is designed to provide useful suggestions to farmers' cooperatives engaged or planning to engage in housing programs for workers.

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ASSOCIATION MANAGEMENT OF CAMPS FOR MIGRATORY FARM WORKERS

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FARM LABOR PROGRAM, EXTENSION SERVICE
U. S. Department of Agriculture, Washington, D. C.

July 1947

778-(7-47)

SITUATION

Farmers are moving to take over many operations and services which, during the war emergency years, were performed by governmental agencies. One highly important service was the operation of camps to house seasonal farm workers. As Federal agencies now relinquish responsibility, growers are operating or planning to operate much of this housing. Various cooperative associations of growers have been successful in operating camps for domestic migratory agricultural workers. This report is pointed to the operations of such camps by the cooperatives. Its conclusions reflect many of their experiences.

DETERMINING NEED

Employers of farm workers generally have determined that need for central housing for workers exists only when such housing can be operated cooperatively with more economy and satisfaction than can be done individually. Any decision by growers whether to operate such a camp usually follows careful consideration, in light of local conditions, of some such pertinent matters as the following:

1. Volume of planned or probable crop production.
2. Related labor needs.
3. Source of probable labor supply. Is this changing?
4. Labor replacement by mechanization.
5. Extent of housing on farms.
6. Comparative costs of central housing and private housing on farms.
7. Will the camp be large enough and be open for a long enough period for its efficient operation?
8. Will enough growers support it to justify its use?
9. Comparative values of central and grower housing in accomplishment of desirable employer-employee and community relationships.

When growers have agreed that a camp is needed, generally they next have considered whether a suitable camp exists and under what conditions growers might acquire or use it.

If an established camp was not available, then generally growers have been interested in getting a site and materials with which to build. They have been interested in determining the proper capacity of such a camp, in deciding what features could be included to attract workers, and in learning the probable over-all cost. Construction jobs frequently have cost more than preliminary estimates provided. Building costs, including labor, have been high. One farm labor cooperative bought war housing at nominal cost, but the added expense of taking down structures, transporting the materials, and erecting them into suitable camp buildings at the desired site made high over-all costs. Growers have found it advisable to make very careful preliminary estimates of building costs.

ORGANIZATION REQUIRED

Cooperative operation of central housing for workers requires organization. Growers of many areas now are organized cooperatively for other purposes than the operation of a farm labor camp. Some of these associations may take on this added service for growers. In the absence of an existing cooperative which is willing to operate such central housing, interested growers must decide whether a new cooperative is to be established. This may not be an easy decision. A few basic considerations, such as those in the following paragraphs, usually help farmers weigh the matter and reach their conclusion.

A farm labor association is a business proposition. From an operating standpoint there is little difference between it and any other business enterprise. To justify existence, an association must fill a vital, economic need. It must make a real contribution to the welfare of its members by supplying a wanted service -- a service that can be performed efficiently and at a saving to members -- a service that cannot be provided equally as well by any other existing agency. An association based on any other motive is likely to fail in the long pull and cost farmers money. Where the need exists however, farm labor associations have demonstrated that they can be of real service to their patrons.

Growers planning to organize a cooperative association may have the help of county extension service agents and State cooperative specialists to assist in analyzing the situation. They also may obtain the advice of leaders of like cooperatives.

Extension Service may assist with the approved forms for a cooperative's articles of incorporation and its bylaws. When incorporating, the advice of a competent attorney who understands cooperative law and policy often has prevented costly errors. A valuable potential aid is Circular C-108, Organizing a Farmers' Cooperative, by S. D. Sanders, Cooperative Bank Commissioner, published by Farm Credit Administration, U. S. Department of Agriculture.

MEMBERSHIP

Growers and processors, when the latter have crop operations, have been included in membership of farm labor associations operating central housing for migrant workers. Membership generally is on a broad basis. Illustrative is the following quotation of article III, sections 1 and 2, of Articles of Incorporation of New Castle Farm Labor Association, Middletown, Del.:

"Section 1. Eligibility. Any person engaged or interested in the production, marketing or processing of agricultural commodities, may be eligible to membership.

"Section 2. Any eligible person may apply for membership on an application form prescribed by the Board of Directors, which shall set forth the applicant's full name, eligibility for membership, mailing address and such other information as may be required. Such application shall provide that the applicant is familiar with the constitution and bylaws of this Association and that he subscribes to the same and all agreements made pursuant thereto, and will abide by them. Upon approval by the Board of Directors, and upon payment of the required membership fee, the applicant shall become a member."

Farm labor associations, like other farm cooperatives, must keep members well informed about the association's position. This is often a weak spot in management. Some associations depend on direct contact between manager and members. Success by this method requires a very "live wire" manager. It helps to have information sheets mailed to members as frequently as necessary. Membership meetings make excellent opportunities to extend information. Their value is greatest when they are well planned and well attended.

Members are usually given priority in employment of workers housed in association camps. Preliminary signed requests or the urgency of grower's need are the general bases of placements. See discussion on placement of workers, page 6.

CAPITAL

Labor associations often are weak in their provision for securing member invested capital. Provisions for capital seldom have been written into the articles of incorporation of farm labor associations. Cooperatives, like individuals, need funds when property is to be bought. Growers generally have put "cash on the barrel head" when capital was needed. Apparently most such capital contributions are considered by growers as current expense items.

The writers together recently watched a group of progressive growers make contributions to capital to the extent of several thousand dollars. They had just had a clear-cut discussion of their situation. The resultant association-operated camp was ready for use when needed.

Besides voluntary contributions of capital as just illustrated, two other main methods of raising needed capital are used:

1. Direct assessments have been made by the associations. The basis of the assessment may have been the estimate of the board of directors as to the member's proper proportion of the whole amount of capital to be raised. The assessment may have been by formula, related to man-days estimated labor required for the season. One association, to obtain invested capital, assessed members \$1.50 per man-day.
2. Savings from overcharges for operational costs have been left with the associations as reserves or invested capital.

Borrowed funds have been secured to supplement member invested capital. Local banks and banks for cooperatives are among the agencies from which farm labor cooperatives have borrowed capital.

MANAGEMENT AND DIRECTORATE

It takes active and intelligent leadership to guide the organization of a good cooperative. This applies equally to direction of sound cooperative operations. Often, qualified leaders have other interests which absorb their full attention. Preliminary appraisal of the community's leadership to make sure of its ability and willingness to serve the cooperative has been important.

Policies related to camp management have usually been established by the board of directors who have looked to the manager for their execution. In no case that we observed did direct representatives of workers participate in policy making. In one instance, an executive committee of the board gave close attention to camp operations. In another association, the board took much detailed responsibility, with the accountant, the mess steward, and the manager separately and directly responsible to the board. This arrangement is not ordinarily recommended.

Good management of worker-occupied camps is imperative. Good managers are few and hard to get.

Duties of the managers varied widely. One manager supervised the camp, allocated space to occupants, collected rents, and maintained camp records. To these duties another association had added the placement of workers with employers. Other associations have charged their manager with extensive responsibility for general supervision, camp maintenance, sanitation, and discipline, assignment of facilities, collection of rents, mess and commissary, camp records, placement of workers, pay-roll accounting, collection of wages, payment of workers, worker welfare programs, and public relations. The manager of one association also assisted with recruitment of workers. Placement of workers with employers was in one instance shared jointly with the county extension service farm labor assistant.

A major obstacle to getting a qualified manager is the short-term employment usually offered. Few association-operated migrant camps are open throughout the year. Schoolmen, who might qualify otherwise, generally must return to school duties before the crop harvest season ends. Some associations found that to obtain and hold a willing and competent manager an adequate salary is essential.

METHODS OF OPERATION

Associations usually do careful advance planning of operations. They may elect only to house workers. Management is then concerned chiefly with allotment of space, collection of rent, maintenance, sanitation, discipline, and camp records.

Placement of workers with employers may be an added operation. A large western cooperative regards the placement feature as a distinct aid to workers, as it helps to bring about their fullest possible employment.

Pay-roll operations may be associated properly with camp management. Involved are pay-roll accounting, collection of wages, and payment of workers.

Housing

Associations operating central camps for migrants have attempted to provide adequately for the housing needs of workers and their families. Scarcity and high cost of materials are obstructions to new building. Much of the materials and equipment used have been obtained through liquidation of Government war housing.

Apartments, single cottages, or tents make the usual family quarters. Barracks are used for single workers. For a short work season where workers customarily bring their own tents or trailers, such facilities as at Windsor Camp of Sonoma Employers, Inc., in California, with water, electricity, sewage disposal, central laundry, and canteen service, may be ample. The comprehensive arrangement of Southern California Farmers Association, Inc., Cucamonga, Calif., with its apartments, barracks, mess, laundry, school, and fire department, provides, on a village pattern, unusually satisfactory facilities for a long work season.

Features that make a camp livable help to attract workers. Family privacy, adequate bathing and laundry facilities, hot and cold water,

electricity, refrigeration, closets and shelves for storage, shade, recreation space, freedom from traffic hazards, nearby community and shopping centers, all make for a livable camp.

Some associations charge substantial rentals. Such rentals may maintain appropriate facilities and pay costs of camp operations. Migratory workers who will pay for good housing are thought to have greater personal responsibility and to be more satisfactory workers.

Other associations have a rent-free policy. The rent-free policy is meant to attract workers to occupy the housing and so to become available for employment by the association's members. This is a reflection of a customary policy of individual employers, who consider housing as part of workers' recompense.

Extension representatives of one State report from experience in 1946 that many workers prefer a livable camp that charges fees to a free camp with less satisfactory conditions.

There is yet no ready over-all formula by which, in every situation, equitable rental charge for migrant workers' housing may be determined. Costs of like facilities have varied widely. Overhead is relatively fixed, though the season's occupancy may be long or short. Services to occupants may be many or few and costly or inexpensive.

Some associations have furnished occupants with such needed materials as blankets, mattresses, and kitchen and mess equipment. Occasional high losses have been experienced. Such losses have been greatly reduced by appropriate precautions. A protective method used by farm labor associations of New York involved the use of a property card listing equipment issued to a camp occupant and signed by him. Value or loss of damaged equipment was deducted from the worker's final wages. Other associations have required deposits to cover possible property loss or damage. This deposit is returned to the worker upon delivery to the association of the equipment in good condition. Such control methods are most effective where workers are paid their wages through the association. Copy of the card used by New York farm labor associations is shown as exhibit D.

Transportation

Some associations operating migrant camps transport workers into the area. No association has yet reported providing transportation from association-operated camps to the fields and return; this has been accepted generally as the responsibility of the individual employers. As associations engage in central housing for migrant workers, transportation may become one of their important operations.

Placement of Workers and Advance Payment for Labor

In order that the operations for the season, such as recruitment of workers, can be planned, associations may request that the members make their labor needs known well in advance. Often, associations ask their members to sign a "Member Labor Agreement" (see exhibit A) and make an advance deposit for the labor. This agreement calls for information on the number of

laborers desired and the weeks for which they are needed. The advance deposit planned by some associations is \$5 to \$10 per man-week of labor needed.

Some farmers say it is difficult for them to make their labor needs known very far in advance. This is true. But associations find it is impossible for them to make constructive plans unless they know the approximate needs of members.

Associations that use the labor agreement and request an advance deposit at the beginning of the season list the following five advantages of the practice.

1. Keeps requests for labor in line with needs. A farmer is much less apt to request more labor than he needs if he has to pay an advance for each worker requested. The association will have less trouble later keeping the migrants busy and contented so they will not leave.
2. Furnishes operating capital without cost. Virtually all labor associations need operating capital during the season. When members advance the money, the association need not go to the expense of borrowing money from a bank.
3. Insurance against bad debts. A patron's unpaid labor bills can be deducted from his advance before it is returned.
4. Increased membership interest. Members will take more interest when some of their hard-earned cash is involved. They will do a better job of holding up their end of the bargain.
5. Gives directors assurance to go ahead. Directors of a labor association feel much more assured in going ahead with the project when members demonstrate their need and sincerity by advancing money rather than by a mere showing of hands.

Some of the advantages of the advance payment can be illustrated by contrasting two actual cases that occurred in 1946.

Association "A" had each member make a substantial advance (each in proportion to the labor he would need) at the beginning of the labor season.

Association "B" requested no advance from its members at the beginning of the labor season, but instead borrowed several thousand dollars from a bank for operating capital.

In early December, a month or so after each association had closed its labor camps, here is what the financial statements showed:

Association "A" had no expense for operating capital, and not one single penny was due from members for labor. The few farmers who were slow in paying up had their bills deducted from their advance before it was returned.

Association "B" had \$50 as an expense for operating capital (interest paid to the bank) and over \$3,000 uncollected and still due from farmers for labor.

The immediate job of placing workers in associations that operate central camps is generally done by the camp manager. If the association operates with a member labor agreement, the manager uses the work schedule in the agreement as a guide. This system is flexible enough to meet the day-to-day needs of the members.

Most associations allow nonmembers to use labor after requirements of members have been met. Before doing this, however, several associations ask the nonmember to sign a "Nonmember Labor Agreement" (see exhibit B) because the nonmember has many of the same obligations that a member has. Several associations collect a contract fee from nonmembers equal to the membership fee paid by members.

Pay-roll Operations

The extent of pay-roll operations varies widely among associations. Some do not handle pay rolls at all, whereas others perform the entire service of collecting wages, paying the workers, and pay-roll accounting.

Collection of wages. --Associations usually have no difficulty in collecting workers' wages when their members understand that they must bring in the wages at specified times or not get workers. One association makes an extra charge of 10 cents a mile for every bill the manager has to go out and collect. A strict credit policy helps keep the cost of operations down.

Payment of workers. --- Labor associations that handle pay rolls use several methods of paying the workers. The system used depends largely on the local situation. Here are three methods in use:

1. Each worker paid through crew leader.

Under this plan the farmers pay the workers' wages to the association, and the association pays the crew leader who in turn pays his workers.

2. Each worker paid by association.

The farmers pay the association, and the association then pays each worker individually.

3. Each worker paid by the farmer.

Under this plan the farmers pay the workers direct. The pay-roll money does not come in to the association, and the farmers and workers are responsible for keeping track of wages.

Most associations prefer either the first or the second plan for the following reasons:

1. The camp manager's position is strengthened with the crew leaders and workers.
2. If there are housing charges, collection of rentals is more certain because offset against wages is possible.

3. The service fee can be based on percentage of pay roll, as the amount of the pay roll is known. A number of associations believe to be a desirable method of raising money to meet operating expenses. (See discussion of service charges to employers).

Associations usually pay migrant workers once a week, on Saturday. This has worked out very well. To pay more often than once a week is inconvenient and requires additional work. Here is the way some associations do it: The pay-roll period ends on Thursday evening and the farmers bring in their money at that time. The workers are paid on Saturday. This gives the bookkeeper 1 day's time to figure pay rolls.

Under this plan workers always have a little more money coming. (Friday's and Saturday's wages). This is a distinct advantage, because they will not leave the camp without checking with the manager (in order to get paid) and turn in the equipment for which they are responsible. This gives additional supervision over the workers, cuts down on property losses, and gives the manager a chance to check the condition of the quarters before making final payment.

Many employers like to pay on Saturdays because some workers go on "sprees" as soon as they are paid. They have Sunday to get over it and generally are ready to work on Monday. Many of the workers, too, would prefer to be paid on Saturday so that they will have money to go to town and do their weekly shopping.

Accounting. -- The pay-roll records which associations keep vary widely. Only a few have adopted records to fit migratory workers.

The following pay-roll records are being developed for migrant farm labor camps in New York, and are offered as suggestions only. Several associations plan to use them in 1947.

1. Daily time sheet (see exhibit C). The daily time sheet is important, because it permits the worker, the farmer, and the association to know what took place during the day.

The daily time sheet generally is made out in triplicate the evening before the workers go out. The employer's name and the workers' names are listed on this sheet. Two copies go with the workers to the farm (preferably in a manila folder), and one copy is retained at the camp so that a check can be maintained as to where the workers are located. When the day's work is finished the farmer completes the time sheet by filling in the information on what the workers earned. Then the workers or the crew leader and the farmer sign in the spaces provided. This step is very important, since any misunderstanding on what the workers earned is avoided. The farmer keeps one copy of the time sheet for his records and sends the other back to camp. The manager or bookkeeper then posts the amounts each worker earned on the worker pay-roll summary.

2. Worker pay-roll summary (see exhibit D). Each worker has his own individual pay-roll summary sheet.

Each individual summary sheet has space for 12 pay-roll periods. Keeping track of rent, deposits, advances, and similar items is made easy because they are a part of the pay-roll summary. This eliminates the keeping of other records.

At the end of each day the bookkeeper should post the information from the daily time sheets on the pay-roll summaries. There are places for additions and deductions, ending with amount paid and balance. Seasonal totals can be made in the right-hand column. The worker should initial his pay-roll in the proper column each time he is paid.

The other side of the pay-roll summary serves as a worker registration card. This should be made out and signed by the worker when he first enters camp.

This combination worker pay-roll summary and registration card should be printed on good quality paper, or cardboard, since the same sheet will be used repeatedly.

The sheets can be filed alphabetically by workers' names, or grouped by crews or employers or in other ways. All information concerning each worker will be on one card.

3. Employer pay-roll summary (see exhibit E). After the information on the daily sheets is posted on the worker pay-roll summary, the time sheets can be filed in a folder for each employer. Each day or at the end of the week the total due from each employer is posted on the employer pay-roll summary. Additions and deductions can be entered in the appropriate columns, ending with amount paid and balance.

Other Financial Records

There are two other records which complement each other and are necessary to keep track of the over-all operation of the camp.

Cash receipts records (see exhibit F). All income should be deposited in the bank. The amount of every item of income is entered under the "amount" column, and then the same figure is repeated at the right under the appropriate column. Some entries, such as the pay-roll figures, have to be made only once a week. When a summary is prepared it is then easy to get the total income as well as a breakdown of that income.

Rental charges and deposits from the workers are not set aside in the cash receipts record as separate items. If this were done, these items of income would be in twice, since they are included in the pay-roll money paid in by the employers. Collection of rental and deposits is largely a book-keeping transaction, because these items are withheld from the workers' wages before they are paid. When a summary is made to give a complete picture of sources of income, however, the rentals and deposits ought to be separated out. The total rental charges and deposits can be obtained from individual worker pay-roll summaries.

Cash disbursements record (see exhibit G). All expenses (except workers' wages) are paid by check and entered in this record. The amount of every check should be entered in the column marked "check amount" and then repeated in the appropriate column to the right.

If these records are kept accurately, it will be easy to make a summary at any time during the season, to see how the operation is making out financially, and to check the bank balance with the balance as shown by the records.

These records may be modified as desired to fit local situations.

Service Charges to Employers

Labor associations use several methods of raising money to cover expenses of camp operation and maintenance. In the past, service fees have been levied on a percentage-of-pay-roll basis, hourly basis, and per-man per-day basis.

Some associations have found that one of the most satisfactory methods is on a percentage-of-pay-roll basis. This method can be used whether workers are paid piece rate, or on an hourly basis, and has at least three distinct advantages:

1. It distributes cost of overhead fairly and equitably. The amount in dollars a farmer pays for labor more fully reflects the use he gets from it than does the number of hours or days the workers are employed.
2. It is simple to figure, and requires no additional bookkeeping, inasmuch as the amount a worker earns has to be recorded for the pay roll, anyway.
3. Creates no problem when workers are out only part of a day. When this is the case, some patrons feel that they should not be charged for a full day on a per-man per-day basis. This is especially true when the reason for workers being out only part of a day is not under the patrons' control.

A service charge as a percentage of pay roll does not work well when farmers pay the workers direct, because the association does not know what the pay roll is. In such cases the service charge must be levied on some other basis.

Early in the season, associations usually decide how the service fee will be levied and its size. Where a charge is levied against the pay roll, determination is made of the percentage of the pay roll that will cover anticipated expenses.

Before an association answers this question there are some basic factors to be recognized.

In almost every enterprise, the larger the business the more economically it can be operated. This is true of labor camps.

In a labor association, the size of the business usually is measured by the size of the workers' total pay roll for the season.

Many factors influence the size of the pay roll for any one season, but the two most important are (1) the number of workers employed and (2) length of season.

Individually or together, these two factors also have an important influence on the cost of operating a camp. A long-season camp can be operated at less cost per unit of labor furnished than can a short-season camp of the same number of workers. This is because many fixed charges, such as cost of opening and closing camp, general maintenance, taxes, and fire insurance, remain about the same whether the camp is operated 1 or 3 months.

Likewise, a camp with many workers can be operated more economically than can a camp with few workers. Many operating costs do not increase in proportion to an increase in size. A camp, for example, which doubles the number of workers, does not need to double the staff in order to take care of them.

These two factors -- (1) number of workers employed and (2) length of season -- therefore have a double-barreled effect when it comes to figuring a service fee based on the pay roll. This is because both influence the total size of the pay roll, and both have influence on cost of operation.

Each association has to decide for itself, on the basis of its situation, what percentage of pay roll will cover expenses. Usually the expenses for the season are estimated, and then enough income is provided to cover them.

It is found better, of course, to have the service fee high enough to cover expenses, rather than to have it too low and end the year with a deficit. Any savings on the operation may be set aside as a reserve or be returned to patrons.

It is highly important in budgeting that cost of operations not be underestimated. The following budget form may help visualize some of the items of income and expense involved in operating a camp. The sample items shown are taken from an operating statement of an association which, in 1946, operated a camp for 160 migratory workers for 3 months. The association handled the entire operation of the camp, including pay rolls, but did not feed the workers. The migrants prepared their own meals.

A Budget of the Usual Items of Income and Expense Involved in
Operating a Camp for Approximately 160 Migratory Farm
Workers in Family Groups.

INCOME

Service fees

_____ % of an estimated \$ _____ total seasonal pay roll = \$ _____

Figured this way:

Average of _____ workers for _____ weeks equals _____
worker-weeks. _____ worker-weeks X \$ _____ average
weekly earning per worker = total estimated pay roll for
season.

Housing rental

_____ apartments, or units, at weekly rental of \$ _____ = \$ _____

Uncollected _____

Net rental \$ _____

Canteen or store \$ _____

Other income \$ _____

Total income \$ _____

EXPENSES

Camp manager's wages \$ _____

Assistant camp manager and canteen operators' wages _____

Bookkeeper _____

Janitor's wages _____

Day or hourly labor for opening and closing camp \$ _____

Social security tax (1% of above wages) \$ _____

Workmen's compensation insurance \$ _____

Child care center (if operated)	\$	_____
Transportation of workers to camp (in many cases a sizable item)		_____
Travel of manager and assistant manager		_____
Fuel		_____
Electricity		_____
Telephone		_____
Postage and office supplies		_____
Taxes		_____
Camp supplies (bulbs, cleaning materials, etc.)		_____
Fire and public liability insurance		_____
Garbage removal		_____
Maintenance (a large item)		_____
Unforeseen expenses (at least 10% of above expenses)		_____
Total expenses	\$	_____
Net gain or loss on operation	\$	_____

Reserves

Sound business practice requires the establishment of reasonable reserves for depreciation and unforeseen contingencies in the business. Such reserves probably will be more important than ever during the postwar years.

Farm labor associations have frequently ended a year's operations with a balance of receipts over expenses. There appears to be a tendency to consider all such balances as being available for distribution to patrons without regard to the need for proper reserves.

Distribution of Savings

Net savings too frequently are distributed to patrons without sufficient consideration of the association's possible requirements for operating capital or other future needs. Retention from savings of adequate amounts for such purposes is highly important. When savings are set aside for capital purposes the amounts should be credited to patrons on a patronage basis on the capital records of the association. Capital stock or patronage savings certificates may be issued to patrons as evidence of such investment.

Farm labor associations which have not set up adequate reserves, or which do not have net savings to set aside for possible future operating requirements, should consider seriously setting a service fee high enough (or increasing income by some other method) so that they will have funds for these purposes.

Insurance, Social Security, and Withholding

Most associations carry several kinds of insurance for their own protection and for the protection of others. Public liability, fire, and workmen's compensation on association employees are some of them.

Labor associations are also responsible for taking care of social security and withholding deductions on their own employees, such as camp managers, janitors, bookkeepers, and cooks. The office of the local collector of internal revenue is the best source of information on social security and withholding deductions.

Financial Statements and Audits

Financial statements, when properly prepared and used are valuable tools in managing successfully the finances of a farm labor association. Their importance cannot be overestimated.

There are many kinds of financial statements, but at least two are especially important to labor associations. These are the operating statement and the balance sheet. The operating statement lists all income and expenses for any selected period of time, and by so doing shows how the business progressed during the period. The balance sheet lists all the assets on one side (things the association owns) and all the liabilities on the other (things the association owes) as of one specific date. One side is then "balanced" against the other to show the net worth of the association. Both statements, of course, show many other things. They can be detailed or simple.

It is found that both of these statements should be prepared rather frequently since it is impossible for the directors and managers to make wise decisions unless they know how the association stands financially. Some associations in the past were optimistic about their finances until statements showing true conditions were prepared at the end of the season. These undesirable situations could have been avoided if a few simple summaries had been prepared during the season, while there was still time to take corrective action. Just because a check doesn't "bounce" is not assurance that an association is on a sound financial basis. A statement by the bookkeeper to the effect that "We're making out O.K." is not enough. In most cases he himself will not know unless he does some figuring.

Associations find that it is also good business to have an official audit made at least once a year. The end of the fiscal year generally is a good time for it.

An audit, since it contains several financial statements, should give a true and honest picture of the financial set-up of the association. In addition it should bring in the scrutiny of a disinterested outside person who often is in a position to make valuable suggestions to the association on its record system and operation. Proper audits may show inaccuracies in the records, and may point out the things that need to be done in order to put the association on a sound financial basis.

EMPLOYER-WORKER RELATIONS

There is evidence of growing recognition of the importance of satisfactory work and living conditions and of mutually agreeable relations between employers and workers.

Employers increasingly are attempting to provide adequate housing in livable environment for workers. This may be enlightened self-interest, as such living conditions tend to attract desirable workers. Sanitation is emphasized. Health services and medical care are being made available in constantly larger measure.

The well-being of the children of migratory farm workers commands the constructive interest of various agencies, groups and individuals. Need for greater availability of school facilities to migrant children is a matter of concern. Child care centers for smaller children are being supported more extensively, and recreational opportunities are increasing. Recognition of the importance of adequate nutritional programs is enlarging. Minimum age standards for youth workers have wide support, and various State laws apply.

Community acceptance of migratory workers generally is satisfactory. Local citizen groups increasingly recognize the importance of the contribution of migratory agricultural workers to the economy of the areas served, and seek to promote their welfare.

REPRESENTATIVE ASSOCIATION OPERATIONS

Reflected briefly in the following reports are some of the policies and operations of four representative farm labor associations located in New York, California, Idaho and Delaware. It will be noted that the associations generally did not operate central housing for migratory workers prior to the season of 1946. Their housing programs to date are largely exploratory and subject to modifications which continued experience may suggest.

Bergen Producers Cooperative, Inc.
Bergen, N. Y.

Situation.--The area served by the Bergen Producers Cooperative, Inc., centers on Bergen, located about 20 miles southwest of Rochester, in Genesee County.

Peas, beans, sweet corn, tomatoes, and potatoes are grown extensively in the area. Sweet corn and potato acreage increased rapidly during the emergency and postwar period. Because of this increase in acreage and the fact that local labor was not available in prewar numbers, the need for more outside labor became urgent. A small group of leading producers, together with representatives of the local canning company, became interested in employing southern migrant workers.

History.-- The Bergen Producers Cooperative, Inc., was incorporated May 16, 1946, to deal with migrant labor recruitment and housing and other farm labor problems. Assistance in organization was given by the New York State Extension Service. An attorney from Batavia advised in incorporation.

Early in 1946 the association bought land for a camp site near Bergen and upon it placed buildings purchased from the Army. The buildings were completely remodeled to house 150 workers in family groups. Southern migrant workers were first employed in the area in the season of 1946. Before 1946, farmers depended on day-haul from the city of Rochester, and local adults and youth. During the war this source of labor almost vanished, while at the same time the acreage of canning crops was increasing.

Membership relations.-- There are 66 members now reported, including the local canning company. Members hold priority on use of workers recruited for the association, but to create full employment and to maintain satisfaction on the part of the workers, labor is made available to nonmembers when possible. Service charges to nonmembers are the same as to members.

At least five membership meetings, including the annual meeting, were utilized to inform members of the association's plans and accomplishments. Informative service letters were sent to members at approximately monthly intervals during the operating season.

Management and directorate.-- The association is managed by a board of seven directors whose terms are staggered. The local canning company is represented by one director. The entire board has functioned actively without delegation to an executive committee.

Paid managerial assistance was used during the camp season, which extended through 3 months in the summer and fall. Four managers were successively employed. The fourth and last one was eminently successful, but the first three, who were hastily recruited, were not fully qualified. The managers' duties included management of the camp, allocation of workers to employers, payroll accounting, collection and distribution of wages. He also assisted in recruiting one crew in the latter part of the season. There was no accountant other than the manager, but he was given some guidance by the Association Specialist of Extension Farm Labor Program, Cornell University. The fourth manager prepared weekly financial statements which he presented to board of directors.

Method of Operation.--

1. Capitalization. The association has paid-in capital equivalent to approximately 75 percent of the cost to date of facilities. Of this, the local canning company has invested about half. Growers were assigned the amount of paid-in capital expected from them on the basis of \$1.50 per man-day estimated labor required for the season.
2. Credit policy. The credit policy of the association is firm. Users of labor are required to advance for operating capital 5 cents an hour for estimated labor needed for the season. Employers are also required to make weekly payments to the association, in full, for labor used in the week period immediately preceding.
3. Housing. The association has title to the camp site and buildings. The family barracks are arranged with four apartments in a unit, joined with one kitchen in the center. Apartments are 8 by 10 feet and the kitchen 8 by 20 feet. There are five units per barrack. Each kitchen is equipped with two two-burner gas plates using bottled gas, one long table, one heating stove, one double sink or two single sinks, and shelves.

There seemed to be no great difficulty in maintaining the grounds in good order, in having appropriate discipline, and in avoiding interference from outside the camp. Bootleggers were reasonably controlled.
4. Transportation. Workers were transported to the area by the crew leaders. No recompense, other than that previously indicated, was paid the crew leaders for this service. Employers were responsible for transporting workers from camp to fields and return. Crew leaders were sometimes employed by farmers for this service.
5. Placement. Placement of workers was largely done by the camp manager, in accordance with the advance requests for labor, and on the basis of need.
6. Training. Workers were not accustomed to harvesting sweet corn and were instructed by the individual employers. The migrants, at first reluctant to pick corn, learned readily and liked the work.
7. Payment of workers. Farmers paid wages to the association, which paid the crew leaders, who in turn paid their workers. Services of crew leaders were recognized by paying them a rate per piece (above prevailing rates) on the work done by their crews.
8. Welfare of workers. Community acceptance of the migrant workers was satisfactory. Stores were open to them. The school bus stopped at the camp to pick up children of school age who attended local schools while the migrants were in camp. Medical care was as available to migrants as to others.

No mess services were furnished by the association. Family groups cooked for themselves and for additional single workers in the crews.

9. Service charges. Growers' service charge for association operating expenses, including camp maintenance, was at first 7 percent of the pay roll. It was discovered that because of late camp opening and the consequent smaller work force of migrant labor, this rate was inadequate and the charge later was raised to 10 percent.
10. Records. The association's records for capital invested and accounting, other than for camp operations and payrolls, have been the responsibility of the treasurer. The record books have not been audited except for the scrutiny afforded by an auditing committee whose members are not qualified auditors.

In 1947 the association will use the daily time sheet, combination employee registration and payroll summary, employer payroll summary, and other records as illustrated by exhibits C, D, E, F, and G.
11. Taxes and insurance. The board of directors has been alert to the need for provisions for taxes, adequate insurance for fire coverage and public liability, employee bonding, and required Federal and State reports.

Sonoma Employers, Inc.
Sonoma, Calif.

Situation.-- In the area of Santa Rosa, Sebastopol, and Sonoma, extensive production, particularly of hops, walnuts, prunes, apples, pears, cherries, and grapes, creates a large need for seasonal labor chiefly in harvest operations. Supplies of domestic labor were inadequate during the war period, and both prisoners of war and foreign contract workers were employed. Domestic workers are again available and employers are interested in attracting desirable migratory workers to meet the labor needs of the area.

While many workers are housed by individual employers, central housing of workers, together with the maintenance of a distribution center, is considered desirable.

History.-- Early in the war period, three nonincorporated and nonprofit employers' farm labor associations were organized primarily for contract purposes. They were Employers Association of Sebastopol, Healdsburg Farm Labor Association, and Sonoma County Farm Labor Association. In July 1944, these associations organized the Sonoma Employers, Inc., which put in condition an Army-leased camp housing prisoners of war under tents and known as Camp Windsor.

This is an old Farm Security Administration camp of 65 acres established in 1938. This site has an excellent water supply with central laundry and sewage disposal. Three hundred prisoners of war were housed there in 1944, and 1,250 prisoners of war in early 1945. After the Army withdrew, the association leased the site from the Production and Marketing Administration and in 1946 prepared it for occupancy by migratory domestic workers.

Membership relations.-- A proposed reorganization of the association would make the individual members of the present member organizations the voting members of Sonoma Employers, Inc. Approximately 240 such individual farmer members are listed.

Nonmembers are encouraged to use workers after member requirements for labor are met.

Information relative to association affairs is furnished to members through mimeographed letters.

Management.-- Nine directors constitute the governing board, which meets monthly for business. There is no executive committee. The secretary-treasurer a former ranch operator, is camp manager. Speaking four languages, and early engaged in banking in Switzerland, his training and experience are helpful in dealing with people and in maintaining the necessary records of his operations. He lives on the grounds in an attractive cottage. The manager's duties are largely those of ground and camp supervision, assignment of living quarters, collection of rents from occupants, and maintenance of association records. He is not bonded.

Method of operation.--

1. Housing. The camp site has 200 tent platforms, a residence for the manager, a three-room office building, mess hall, central laundry, toilets, water supply, and electricity. The association hopes to take title to the property.

Workers occupying the camp are charged \$3 a week for tent platform site and the use of facilities, including hot water. If a worker is without a tent and one is furnished, \$4 a week is charged. An additional 75 cents a week is charged if electricity is installed.

Migratory workers using the camp are registered with names, addresses, permanent residences, automobile description, and space assignment. The registration card used is the old Farm Security Administration Form 240. Records of rental payments are shown and a copy is furnished the worker as his receipt.

A camp maintenance man paid by the association is under the supervision of the manager.

2. Placement. Placements and wage agreements are made by direct negotiations between the employer and the worker, frequently at camp, otherwise at the ranch of the employer. Wages are paid direct by employer to worker.
3. Payroll operations. The association does no pay roll accounting.
4. Service charges. There is no service charge to members.
5. Insurance. The association maintains blanket compensation and liability insurance for camp occupants.
6. Audits. No audit has yet been made of the association's records.

General welfare.— Health services of the community are open to migratory workers on the same basis as to permanent residents.

Local school facilities are said to be crowded, and it was indicated that no school facilities were available to the 55 children of migrant families who occupied the camp in 1946. The manager attempted to have a school opened at the camp for which the association would provide facilities, but school authorities were unsuccessful in obtaining a teacher.

Franklin Farm Labor Association, Inc.
Nampa, Idaho

Situation.— Franklin community is located north of Nampa, Idaho, in Canyon County. In this community are about 7,500 acres of sugar beets, 150 acres of onions, 150 acres of head lettuce, 200 acres of fruit, and some peas and corn for freezing and miscellaneous vegetable seed crops, as well as hay and grain grown under irrigation. Before the war, about 70 percent of the hand labor was supplied by local people, and the rest by migrant workers. During the war this labor supply was reduced to such an extent that it was necessary to transport workers into the area.

A new sugar factory in the community has expanded the beet acreage to three times its prewar figure. The local farm labor supply is much smaller than prewar, which will make some kind of labor program necessary for future needs.

History.— This association was organized in March 1944 to contract for foreign labor, supplied through the Office of Labor, and in 1945 for prisoners of war, supplied by the Army. The use of Mexican labor required the rental of a camp site, pay roll accounting, contracting for feeding of workers, and later operation of the feeding program directly. The use of prisoners of war in 1945 and 1946 necessitated the purchase of 5 acres of land, the construction of two mess halls, two latrines, and two shower rooms, and the installation of a well. This camp was changed to a Mexican national camp in the fall of 1946 and is being used for this purpose again in 1947.

The Extension Service assisted in the organization of the association, which was set up according to suggestions made by the State farm labor office. The association was incorporated as a nonprofit corporation shortly after organization with the help of an attorney.

Membership relations.— Any farmer needing agricultural labor is qualified to join the association, which now has 532 members. Nonmembers are provided labor when not needed by members.

Meetings of the entire membership are held at the call of directors three or four times within the year. The regular annual meeting is held in January. These meetings are well attended by 30 to 60 percent of the membership, at which time many operational policies are formulated and adopted. Decisions are made by a majority vote of members present. Representatives of the Extension Service attend only when necessary. The officers call on the Extension Service frequently in carrying out the program.

Circular letters are sent to all members to keep them posted on pertinent information. Farmers using help are also kept up with developments through constant contact with the placement clerk supplied by the Extension Service, and with the association pay-roll clerk.

Management.--- The business of the association is conducted through six directors elected by the membership on a rotation basis. The directors elect their own president, vice president and secretary-treasurer. This board handles all business directly, without an executive committee. Directors meet regularly every other Monday night, and the president calls special directors' meetings when necessary.

A bonded pay-roll clerk collects wages, etc., from members and pays the laborers, as well as paying other expenses of the association. The pay-roll clerk is responsible directly to the board of directors. Since the camp management was taken over on July 1, a manager has been employed to supervise operations and keep order.

The first year of operation, the Office of Labor handled the feeding program; the second year the association contracted with an individual to do the feeding. The last 2 years the Association itself has handled the program directly and feels that it has been most satisfactory. A cook is hired to order food, plan the meals, and supervise the other help needed.

Method of operation.--- The camp built to house prisoners of war is now being used to house Mexican nationals. At the spring peak, 454 were employed. During the summer, 100 men will be carried. A \$10 membership fee is charged for which a certificate is issued. In 1945 an assessment of \$2 per acre of row crops and orchard was made to build the prisoner of war camp. This was refunded at the end of the year. Early in 1947, a \$600 surplus for 1944 was distributed to members on the basis of the 35-cent man-day charges paid by each member for labor used. This is the method by which all refunds will be made. A separate record is kept of each member on forms prepared by the association.

Another \$2 acreage assessment was made in 1947, and \$7,500 was borrowed to start operations this year. It is expected that the loan will be paid and the \$2 assessment refunded out of the man-day charges.

Since 1945, the man-day charge has been 50 cents per man worked each day.

The pay-roll clerk collects wages, insurance, and man-day charges from members to correspond with the workers' pay-roll period. Each worker's wages are kept on records provided by the Office of Labor, and checks are written to each worker every other Saturday for work performed up to Thursday of that week.

The association has had only minor difficulties in collecting from members. A penalty of 2 percent is charged on accounts that are 2 weeks old.

The camp, including wooden platforms for tents, cost the association \$14,000. The audit for 1946 shows a net worth of \$10,660.12 after depreciating buildings and equipment. The total business for the year 1946 amounted to \$347,684.29. A refund of \$559 surplus for 1946 will be made to members on the basis of man-day charges.

The association has prepared forms to record its income and expenses, which are summarized each month. A personnel record of clerks, cooks, managers, and day laborers is kept on special forms. The association has calculators, check protectors, and adding machines to assist in bookkeeping.

The feeding program is conducted by the association, with a head cook who procures all supplies wholesale. A charge of \$1.50 per day is made for feeding each worker.

The workers' insurance costs 8 mills on the dollar of pay roll. This protects each member against liability and provides the worker with hospitalization and medical care.

Workers are allocated to members on the basis of orders received. Priorities may be given to critical jobs if labor supply is inadequate for any period. Nonmembers are furnished labor when members' needs are taken care of. The orders for workers are taken and filled by the placement clerk, hired by the Extension Service. Tents housing the workers are numbered, and the six occupants of each tent are kept together as a crew and are placed to a farmer by crews which have the same number as the tent. One number may get more than one crew, but crews are not split. All hoes, beet knives, onion knives, and shovels are furnished by the association.

Future plans.— The association plans to make the camp into a migrant camp by changing the mess halls into two-room apartments and procuring tents for additional housing. The kitchen will be changed to a common laundry room. Latrines and showers are now available, and water is piped and electricity available throughout the camp ground. A camp manager will be hired to keep order and manage all facilities. A small charge to occupants will be made to maintain the camp.

New Castle Farm Labor Association
Middletown, Del.

Situation.— The New Castle Farm Labor Association serves an excellent farming area producing grain and hay, and with many dairy and livestock enterprises. Vegetables as an additional cash crop are grown on many general and livestock farms. It is believed that further expansion of vegetable production is an important factor in achieving a desirable balance in the agricultural economy of the area. Such expansion is limited by the available supply of labor for vegetable harvest. Southern colored migrant workers are being sought to supplement the insufficient local harvest labor. Few farmers in this area have adequate housing for workers, and the establishment of sufficient and desirable housing is rated by employers as the first step in securing a stable supply of migratory workers.

History.— The association was incorporated in May 1946, under the cooperative laws of Delaware. Advice in organization was obtained from Delaware Extension Service and from an attorney representing the State. The association proposes to attract dependable migratory workers and their families through supplying desirable central housing facilities, acceptable living conditions, and satisfactory employer-employee relations. Its operations include migratory worker recruitment, distribution of workers to employers, central housing, transportation of workers to area, pay-roll accounting, collection of wages, payment of workers, and the general welfare of workers. The association moved into its program effectively in the season of 1946 by the raising of funds, the purchase of a camp site, the construction of central housing for approximately 100 workers and their families, and the subsequent operation of the camp.

Membership relations.---There are approximately 30 members, all of whom are agricultural producers. One independent canner, also a producer, is a member and director. The association served 48 employers in 1946. Frequent meetings of the membership were held through the production and harvest season. Except for the personal contacts made by the county-extension farm labor assistant, no other important means of informing the membership was used.

Management and directorate.--- The management rests with a board of seven directors, chosen for staggered terms. An executive committee of three directors functioned for the board in many of the day-to-day problems connected with purchasing a site and building materials, in constructing the camp, and in its operation. A camp manager was employed while the camp was occupied. The extension farm labor assistant for New Castle County furnished valuable advice and much direct assistance, particularly in allocation of workers, pay-roll accounting, and collection and distribution of wages. The board of directors now seeks a manager with broad experience and some familiarity with accounting, who is capable of handling the entire job. Manager's responsibilities will include distribution of workers to employers, (in cooperation with county extension farm labor assistant), pay-roll accounting, collection of wages, payment of workers, records of camp operations, supervision of the camp and camp property, supervision of canteen operations, camp discipline, and maintenance of grounds (with assistance of crew leaders). The manager is a bonded employee.

Method of operation.---

1. Capitalization. Members contributed to the capital of the association from \$50 to \$300 each, as each voluntarily determined. These capital contributions apparently are regarded as current expense items and are labeled "donations" in the association's financial statement.
2. Housing. The camp facilities all had preliminary approval of the State board of health. Besides living quarters, which are two-family buildings, there are showers, laundry with hot and cold water, office, storeroom and canteen, toilets, septic tank, electricity, and an excellent water supply. Further improvements, including shrubbery plantings, are planned.

Workers occupied the camp without charge. No deposits were required of occupants to cover possible loss or damage to equipment. No material loss of equipment is reported.

The aid of crew leaders was enlisted in maintaining a clean and orderly camp. Occupants, directed by crew leaders, kept up the physical condition of the facilities. No serious problems of camp discipline were encountered, and interferences by undesirable elements from outside the camp were at a minimum.

Canteen service was proposed but was not operated in 1946.

No use was made of the camp after the 1946 work season closed.

3. Transportation. Crew leaders were paid by the association to transport workers to the area. The association does not transport workers to and from work. Some employers have hired the crew leaders to move workers to the fields and return.

4. Placement. Workers were placed with employers on the basis of the urgency of need. Nonmembers had use of workers when member requirements were satisfied. Workers were exchanged with other farm labor cooperatives of the State as situations arose which warranted.
5. Pay-roll operations. The association's pay-roll operations include weekly collections from employers of wages for the periods ending Thursdays, with subsequent payment of the workers on Saturdays. No difficulty was experienced in collecting from employers.
6. Service charges. The association's service charge to members was 50 cents per day per worker. Adequate operating capital for the 1946 season's operations was provided.
7. Reserves. Savings made in operations have been retained by the association.
8. Insurance. The association does not carry blanket liability or workmen's compensation insurance. Fire insurance is carried on camp buildings.

Employer-employee relations.— Workers are acceptable as patrons of moving pictures and stores and have general acceptance in the community. A swimming area for colored people is available and a church for colored people is located about 1 mile away. Medical services are as available to workers as to others in the community.

SUMMARY

This report offers suggestions to farm labor cooperative associations engaging or preparing to engage in operations of central housing programs for domestic migrant agricultural workers.

Over 400 cooperative associations of employers have operated in the field of farm labor in recent years. Various such cooperatives, to support the agricultural economy of their areas, plan for employment of domestic migratory agricultural workers.

Good housing attracts and holds workers. There is no sufficient housing for labor on the farms of many important crop areas.

Some cooperative associations of employers in these areas have determined that central housing of workers is economical and otherwise desirable, and have undertaken operations of which central housing is the key. Systematic distribution of workers from central camps tends to create full employment opportunities.

Associations generally did not operate central housing for migratory workers prior to the season of 1946. Their operations in this field have been chiefly exploratory and are subject to the changes that experience may dictate.

Members have priority in employment of workers who occupy association housing but make workers available to nonmembers when possible.

There is evident need for carefully planned and extensive methods in keeping membership well informed of the associations' activities.

Capable managers are needed. A qualified manager who is capable of dealing with both workers and employers and of handling effectively the business details of association operations is essential. The usual short-term employment offered managers is a major obstacle to obtaining such men.

Capital needed for acquisition of facilities usually is invested by members through direct assessment or through assignment to the association of overcharges for operational costs. Apparently, many members consider any payment they have made to their association as current expenses rather than capital invested.

Livable features of housing have proved that they attract workers. Type and quality of central housing for workers provided by cooperatives vary widely. Some necessary facilities and equipment have been acquired through the liquidation of Government war housing.

Rental policies range from free rentals to rentals designed to support investments in facilities and costs of operations. Associations have developed successful methods of reducing property losses and damage.

Association operations involved with central housing of migrant workers may include general camp supervision, assignment of facilities, collection of rents, operation of mess or canteen, maintenance, sanitation, discipline, and records. Other related association operations may include recruitment of workers, allocation of workers to employers, pay-roll accounting, collection

of wages, payment to workers, welfare programs, and public relations.

Associations may transport migrants to the area, but transportation from central housing to work and return generally is the responsibility of the individual employer.

Some associations pay workers direct or through crew leaders. These methods permit collection of rentals or other obligations of the workers to the association. They also permit simplification of service charges to members, as these may then be based on percentage of pay-roll reported. Usually workers are paid weekly.

A firm credit policy toward employers in collection of workers' wages is favored.

Simplified forms for pay roll and other labor association records have been developed by the Department of Agricultural Economics, Cornell University. Copies are included in this report. They are easy to use.

Frequently prepared and current operating statements are a guide to safe and profitable operations. Properly prepared financial statements, together with audits by qualified auditors, are considered invaluable to sound management.

Association management favors retention of reasonable reserves from the savings of a season's operations.

Labor associations are concerned with insurance protection, such as fire, public liability, and workmen's compensation on their own employees. They must also provide for social security and withholding deductions for association employees.

Associations increasingly attempt to create satisfactory work and living conditions for migratory workers and their families. Adequate housing in livable environment, sanitation, health services, medical care, the well-being of children of migratory farm workers, with child care centers and school opportunities, all have had the constructive interest and support of the cooperatives.

REFERENCES

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John D. Hervey, Assistant Chief, Recruitment and Placement Division,
Extension Farm Labor Program, United States Department of Agriculture.

Business Management Suggestions for Farm Labor Associations. Circular A.E. 580.
Jerome K. Pasto, Association Specialist, Department of Agricultural Economics,
New York State College of Agriculture, Ithaca, N. Y.

Housing and Employing Migratory Farm Workers in New York. Circular A.E. 585.
Jerome K. Pasto, Association Specialist, Department of Agricultural Economics,
New York State College of Agriculture, Ithaca, N. Y.

Housing Seasonal Farm Workers. F.L. 151.
University of Illinois, College of Agriculture, Urbana, Ill.

Farm Labor Family House - 101
Bunkhouse - 102
Wash House - 103
Mess Hall With Kitchen - 104
College of Agriculture, Rutgers University, New Brunswick, N. J.

Organizing a Farmers' Cooperative. Circular C-108.
S. D. Sanders, Cooperative Bank Commissioner, Farm Credit Administration,
United States Department of Agriculture.

The Farmers' Cooperative Yardstick. Circular 17.
Farm Credit Administration, United States Department of Agriculture.

Migrant Labor, Report and Recommendations.
Federal Interagency Committee on Migrant Labor, United States Department of
Labor.

MEMBER LABOR AGREEMENT

The _____ Association, hereinafter called the "Association," and the undersigned operator, hereinafter referred to as "Operator," do hereby agree, as follows:

1. Operator has determined that in 1947 he will require the following number of workers for the weeks designated:

<u>Week of</u>	<u>No. of Workers</u>	<u>Week of</u>	<u>No. of Workers</u>	<u>Week of</u>	<u>No. of Workers</u>
June 8-June 14	_____	July 27-Aug. 2	_____	Sept. 14-Sept. 20	_____
June 9-June 21	_____	Aug. 3-Aug. 9	_____	Sept. 21-Sept. 27	_____
June 22-June 28	_____	Aug. 10-Aug. 16	_____	Sept. 28-Oct. 4	_____
June 29-July 5	_____	Aug. 17-Aug. 23	_____	Oct. 5-Oct. 11	_____
July 6-July 12	_____	Aug. 24-Aug. 30	_____	Oct. 12-Oct. 18	_____
July 13-July 19	_____	Aug. 31-Sept. 6	_____	Oct. 19-Oct. 25	_____
July 20-July 26	_____	Sept. 7-Sept. 13	_____	Oct. 26-Nov. 1	_____

Total man-weeks of labor needed _____

It is the duty and obligation of the Operator to utilize all labor as outlined above, at the rates, terms, and regulations determined by the association and its by-laws.

2. Should the available supply of workers, however, be less at any time than the total demand therefor, the association shall have the right to apportion such supply and to allocate workers to the Operator in substantially the proportion that his scheduled requirement bears to the total requirements of all Operators.

3. The Operator shall deposit with the association the sum of \$_____ for each man-week of labor set forth in the above schedule. The total amount of the deposit, which will be credited to the Operator's account, amounts to \$_____. If the association is unable to furnish workers to the Operator, all the deposit will be returned at the end of the season.

In cases where labor is furnished, every effort will be made to return the deposit. If a deficit at the end of the season has to be made up, however, the assessment will be deducted from the deposit, on a pro-rata basis with all Operators, in proportion to the use each Operator made of the camp. Portions of the deposit not needed for this purpose can be applied as payment on the pay roll of the last week for which labor is furnished the Operator.

4. The Operator shall provide or arrange transportation for his workers between the camp and places where they are to work.

5. This Labor Agreement shall apply to and be effective for the 1947 crop year only.

READ, CONSIDERED, AND SIGNED this day of, 1947.

Operator's signature _____

Address _____

ACCEPTED this day of, 1947.

Association, Inc.

by: _____

(Name and title)

NONMEMBER LABOR AGREEMENT

The _____, hereinafter called the
(Name of Labor Association)
"Association," and the undersigned nonmember, hereinafter called the "nonmember,"
hereby agree as follows:

1. The nonmember has requested labor from the Association, and the Association has agreed to furnish same, provided it is available and only after all requirements of members for labor have been met.

2. The Association reserves the right to withdraw any labor which has been furnished nonmembers to meet the requirements of members. Labor among nonmembers will be furnished in the order in which requests are received.

3. The nonmember agrees to pay the hourly or piece-work rate as determined by the Association, and further agrees to keep required time sheets and pay the Association for labor used once each week, as determined by the Association.

4. The nonmember will deposit with the Association an advance of \$ _____ per worker. This deposit will be returned at the end of the season, or applied as payment on the pay roll of the last week for which labor is furnished.

5. In addition to the wages, and the deposit to be applied thereto, the nonmember shall pay the Association:

(a) the sum of \$ _____, as and for a contract fee, similar in amount to the membership fee payable by members, and

(b) sums equal to _____ % of all wages payable hereunder, this percentage being the same service fee as that payable by members.

Such additional moneys shall be payable upon Association's call therefor and shall constitute a working fund to provide for Association expenses, capital funds, and reserves.

6. The nonmember shall not employ or accept the services of any worker except in accordance with the rates, terms and regulations determined by the association and its by-laws.

7. Transportation of workers will be as agreed by the nonmember and the association.

8. This labor agreement shall apply to and be effective for the 194_ crop year only.

READ, CONSIDERED, AND SIGNED at, N. Y., this day
of, 194_.

Nonmember's signature _____

Address _____

ACCEPTED this day of, 194_

by _____

(Manager or Officer of Association)

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF MATHEMATICS

1. Let $f: X \rightarrow Y$ be a continuous map between topological spaces. Suppose that f is a local homeomorphism. Then f is an open map. To see this, let U be an open subset of X . For each $x \in U$, there exists an open neighborhood V_x of x such that $f|_{V_x}: V_x \rightarrow f(V_x)$ is a homeomorphism. Since f is continuous, $f(V_x)$ is open in Y . Therefore, $f(U) = \bigcup_{x \in U} f(V_x)$ is a union of open sets, and hence open in Y .

2. Let $f: X \rightarrow Y$ be a continuous map between topological spaces. Suppose that f is a local homeomorphism. Then f is a closed map. To see this, let C be a closed subset of X . For each $x \in C$, there exists an open neighborhood V_x of x such that $f|_{V_x}: V_x \rightarrow f(V_x)$ is a homeomorphism. Since f is continuous, $f(V_x)$ is open in Y . Therefore, $f(C) = \bigcup_{x \in C} f(V_x)$ is a union of open sets, and hence open in Y .

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WORKER PAY ROLL SUMMARY

Worker's Name	(Last)	(First)	(Middle Initial)
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[illegible]

(OVER)

EXHIBIT D

From Cornell University

WORKER REGISTRATION

Name _____ Home Address _____ Sex _____ Age _____

Name and Address of Person to Notify in Case of Emergency _____

Date In _____ From (Location) _____ Date Out _____ To (Location) _____

Lodging Assignment _____ Rental Charge _____
I fully understand:

- that the manager can expel me from camp for misconduct, for refusal to work, or for any other legitimate reason.
- that I am to work for the employers to whom I have been assigned, at prevailing wage rates or piece rates.
- that I am responsible for keeping my quarters in good condition.
- that the following equipment was loaned to me for my personal use while in this camp, and that I agree to return it in good condition, or have cost of same deducted from my deposit or from wages at any time that all or part is damaged, destroyed or lost.

PROPERTY	ISSUED		RETURNED	
	No.	Value	No.	Condition
Blankets				
Comforters				
Ticks or Mattress Covers				
Mattresses				

Total deposits paid in:\$
Deductions because of poor condition of quarters, damage or loss of equipment\$
Net deposits returned to worker\$
General Remarks: _____

Member of crew _____ (Worker's Signature)

Crew leader's name _____ (Yes) (No)

(OVER)

EMPLOYER PAY ROLL SUMMARY

Mail Address

Employer's Name

Phone Number

PAY ROLL PERIODS:							TOTALS
TOTAL WAGES FOR EACH DAY							
FRIDAY							
SATURDAY							
SUNDAY							
MONDAY							
TUESDAY							
WEDNESDAY							
THURSDAY							
TOTAL WAGES FOR WEEK							
ADDITIONS							
SERVICE FEE							
UNDERPAYMENT							
OTHER							
TOTAL WAGES & ADDNS.							
DEDUCTIONS							
OVERPAYMENT							
ADVANCE							
OTHER							
TOTAL DEDUCTIONS							
NET DUE							
AMOUNT PAID							
BALANCE							

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[illegible]

THE USUAL DUTIES AND RESPONSIBILITIES OF THE CAMP MANAGER

1. Seeing that the camp is kept clean and sanitary.
2. Maintaining peace and order in the camp.
3. Supervising the upkeep and maintenance of the camp.
4. Helping to insure the full utilization of the labor force on the job.
5. Acting as the official representative of the owner of the camp.
6. Looking out for the health of the camp members.
7. Developing programs to meet the recreational and welfare needs of the members of the camp.
8. Making community contacts in the interests of the workers.
9. Keeping camp members well informed.
10. Assisting members of the camp with their personal problems.
11. Keeping essential records of the camp.

I. THE MANAGER HAS THE RESPONSIBILITY OF SEEING THAT THE CAMP IS KEPT CLEAN AND SANITARY.

- A. Checks on cleanliness of cabins.
- B. Inspects privies, bathhouse, laundry, cook shacks, other camp facilities, and the camp area.
- C. Supervises the work of the camp clean-up man.
- D. Supervises the collection and disposal of garbage.
- E. Effects whatever camp organization is necessary to secure the cooperation of camp occupants in keeping the camp clean and sanitary.
- F. Checks on the cleaning facilities in the camp and keeps the employer informed concerning camp needs.
- G. Keeps camp occupants informed as to what they are expected to do in keeping the camp clean.

II. THE MANAGER MAINTAINS PEACE AND ORDER IN THE CAMP.

- A. Effects a camp council to assist in setting up rules and regulations for the camp.
- B. Handles complaints.
- C. Settles controversies within the camp.
- D. Calls local police in cases of violation of the law or excessive disturbance of the peace.
- E. May exclude persistent trouble-makers from the camp after securing the consent of the employer.
- F. Assigns workers to their living quarters.
- G. Assigns parking space.
- H. Schedules the use of special camp facilities.

III. THE MANAGER SUPERVISES THE UPKEEP AND MAINTENANCE OF THE CAMP.

- A. Prior to the opening of the camp, the manager should check on all buildings and equipment to make sure that everything is in good working order. This would include walls, ceilings, doors, windows, furniture, sanitation equipment, housekeeping equipment, fire and safety equipment, recreation equipment, and medical supplies.
- B. After the camp opens the manager should inspect frequently to see that the above facilities are kept in a good state of repair.
- C. Should a plumber or a carpenter be needed, the manager would arrange for them through the camp owner.
- D. The manager should arrange a method of securing and using equipment which will insure its effective use.

IV. THE MANAGER HELPS TO INSURE THE FULL UTILIZATION OF THE LABOR FORCE IN THE CAMP.

- A. Provides for waking the camp in the morning so they get an early start.
- B. Assigns workers when necessary.
- C. Encourages the use of child care center to free mothers to work.
- D. Works through crew leaders and camp committee to get camp support in maintaining good working conditions and hours.
- E. Checks on absenteeism.

- F. May exclude persons from the camp who are unwilling to work.
- G. Works to promote uniform working conditions to keep morale high and workers satisfied.
- H. Assists in securing work permits for children over 14 and under 16 years of age.
- I. Encourages good feeding practices and good health practices to increase production and cut down sickness rates.

V. THE MANAGER ACTS AS THE OFFICIAL REPRESENTATIVE OF THE OWNER OF THE CAMP.

- A. Receives visitors and representatives of official agencies working with the camp.
- B. Checks workers in when they arrive, registers them, and checks them out when they leave.

VI. THE MANAGER LOOKS OUT FOR THE HEALTH OF THE CAMP MEMBERS.

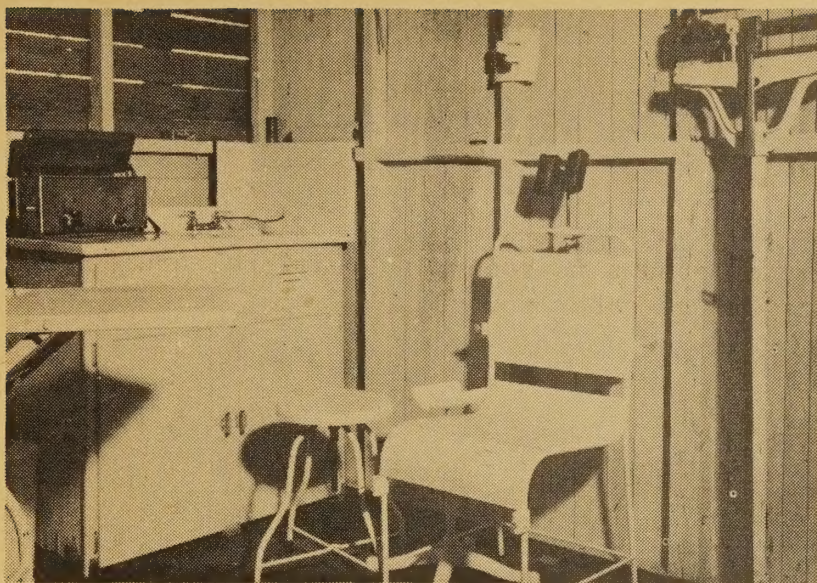
- A. Gives first aid.
- B. Reports all illness to the doctor.
- C. Calls doctor or hospital to clear arrangements in cases of serious illness.
- D. Lets workers know about clinics and examinations and encourages them to use these health services.
- E. Arranges for health education services provided through the health department.

VII. THE MANAGER DEVELOPS PROGRAMS TO MEET THE RECREATIONAL AND WELFARE NEEDS OF THE MEMBERS OF THE CAMP.

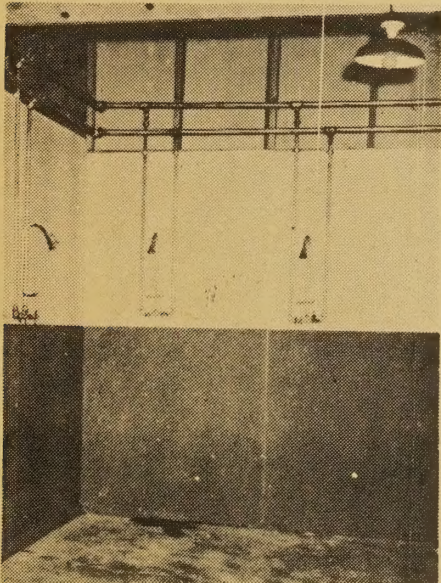
- A. Organizes athletic teams, schedules games, and arranges for necessary athletic equipment.
- B. Arranges for shows, sings, and special programs.
- C. Secures equipment for individual and small group games and provides for its use.
- D. Develops a magazine and book library for those who wish to read.
- E. Supervises the use of the recreation room.

VIII. THE MANAGER MAKES COMMUNITY CONTACTS IN THE INTERESTS OF THE WORKERS.

- A. Makes buying arrangements at community stores when necessary.
- B. Arranges with storekeepers to get them to stock desired items in sufficient quantity.
- C. Contacts community citizens' groups to secure recreational equipment which cannot be provided through other sources.
- D. Arranges for special talent in the camp to present programs in community organizations.
- E. Arranges with appropriate persons for the use of community services, such as schools, churches, and theaters.



Scenes at Farm Labor Camps





**Scenes at
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Camps**

